AFRICAN JOURNAL OF HOSPITALITY, TOURISM AND LEISURE
2026, Vol. 15, No. 3, pp. 713-721
https://doi.org/10.46222/ajhtl.19770720.776

AJHTL
OPEN ACCESS

Research article

Love of work as a catalyst: How zeal reduces burnout through psychological safety in luxury hotels

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ABSTRACT

This research examines the interrelationship between love of work or "zeal", psychological safety, burnout among luxury hotel senior employees. Data was collected from a sample of 117 senior employees working in luxury hotels in Hammamet, Tunisia. Data collected via self-administered survey using a pre-tested instrument. Structural data analysis using AMOS software (version 23) was adopted. The results showed that zeal acts as a major antecedent that reduces burnout, while simultaneously reinforcing psychological safety. The latter serves as an essential protective lever, significantly mitigating burnout. The results provide concrete mechanism for senior employees to promote safe working environments, confirming that in the fight against burnout, prevention through psychological support remains the most effective strategy. This study pioneers the "zeal-burnout" link by positioning psychological safety as a critical mediator within the luxury hotel sector. This research shift highlights the emotional state of the senior employees, demonstrating that zeal acts not merely as an energy source, but as a catalyst for safety-seeking behaviors. The study provides a novel framework for understanding how senior employees cope with burnouts.

KEYWORDS

Zeal;
psychological safety;
job burnout;
employee attitude;
luxury hotels

Introduction

The global tourism industry is currently undergoing a period of profound change (Masclanis, 2020), where operational excellence is no longer a luxury but a condition for survival. In today's hyper-competitive environment, creating a balanced social atmosphere and a good environment of work is becoming imperative for the Tunisian luxury hotel industry (Gharbi et al., 2023). This sector is now at a crossroads, torn between growing demands for profitability and the vital need to preserve its human capital. To remain competitive, the organisation must make optimizing individual performance a strategic priority (Baharuddin, 2026), thereby placing manager commitment at the centre of managerial concerns (Kahn, 1990). At the heart of this dynamic, two psychological constructs prove to be decisive, although they are often dissociated in the literature. On the one hand, love of work, conceptualized by Aulia et al. (2019), refers, among other things, to zeal, highlighting an emotional dynamic that drives individuals to make deliberate sacrifices for their mission. On the other hand, psychological safety is concerned with the belief that one can express oneself and take risks without fear of reprisals (Li & Peng, 2026). These two psychological constructs form the foundations of organizational health. Indeed, while zeal is the driver of action, psychological safety is its stabilizer, as it allows managers to deal with uncertainty without their commitment turning into distress (Amos et al., 2025). Based on the above, the research problem statement started from the old adage that 'love is blind', this passionate investment, which we translate here as the Zeal factor in the sense of Aulia et al. (2024), is the driving force behind personal effort in the Tunisian hotel sector, pushing workers to surpass themselves through commitment (Tackett & Lemon, 2026) to service excellence and productivity (Dewi et

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HOW TO CITE: Gharbi, H., Sobaih, A.E.E., Semlali, Y. & Aliane, N. (2026). Love of work as a catalyst: How zeal reduces burnout through psychological safety in luxury hotels. African Journal of Hospitality, Tourism and Leisure, 15(3), 713-721
https://doi.org/10.46222/ajhtl.19770720.776

ISSN: 2223-814X (Online) | © 2026 AJHTL

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al., 2026). However, in a constantly changing world and in the face of increasingly fierce international rivalry (Mathews, 2000), this passionate impulse alone is no longer enough to protect individuals from emotional exhaustion (Etezad et al., 2026). On this basis, psychological safety (Li & Peng, 2026) is essential as a regulatory lever to dispel this 'blindness' and provide a protective framework. Without this sense of security, zeal risks burning out, making it necessary to have an organizational structure capable of transforming passion into sustainable and resilient performance. This study, therefore, aims to answer the surveying question: To what extent does psychological safety act as a regulatory lever between managerial zeal and burnout in the Tunisian luxury hotel industry? Consequently, the purpose of this research is to test the impact of zeal on burnout, taking into account the role of psychological safety as a potential mediator.

Conceptual framework

It goes without saying that organizations wishing to survive in an increasingly competitive world must now rely on optimizing individual performance. This is an indisputable fact that none of them can ignore (Aliane & Gharbi, 2023; Baharuddin, 2026). Among other things, it turns out that, for example, love of work is an essential aspect that can lead to the individual performance (Sierra, 2014; Perwira et al., 2021) that we mentioned above. This feeling of love for one's work is the cornerstone of employee well-being. What's more, it acts as an exemplary stimulus that encourages employees to stop focusing on the shortcomings of their work and concentrate solely on achieving common goals. In the same vein, Bygrave (2011) states that love of work is the very essence of intrinsic motivation, i.e. motivation that lasts over time rather than being fleeting. However, the fact remains that this construct, as such, has not received the academic consideration it deserves. Researchers have not given it enough importance to mention it, among other variables, in their research to understand organizational reality as fully as possible. Moreover, our attraction to this concept explains our primary motivation for solving our problem and, consequently, filling this theoretical gap. Aulia et al. (2019) examined this concept to acquire a better insight into it and outline its characteristics and typology. In this regard, they state that love of work depicts a passionate and emotional relationship that develops between the employee and their work. This emotional bond will lead to the development of a range of affinities that the employee will feel towards their routine or even daily activities at work. This passionate relationship is likely to captivate them, turning them into devoted people capable of making deliberate concessions to achieve their goals (Aulia & Sulisworo, 2018). For their part, Aulia & Adiono (2021) emphasize that employees who have been affected by the love of work syndrome make unconditional efforts to succeed in their challenges and achieve the expected results without thinking about financial or intangible rewards. To present the typology of this concept specific to work love, Aulia et al. (2024) highlights its multidimensionality by presenting its four sub-dimensions, namely zeal, closeness, loyalty and cordiality.

To address the issues raised above, we will examine one of the dimensions put forward by Aulia et al. (2024), namely zeal. The reason for our choice is closely related to the specific nature of this dimension, which goes hand in hand with the very special context of the Tunisian luxury hotel industry. This framework, which we have described as cutting-edge, recommends excellent service, which in turn requires flawless work and continuous improvement. In this regard, we believe that, unlike the other sub-dimensions, zeal is the sine qua non dimension that will meet our theoretical and empirical expectations. This confirms the old proverb that 'love is blind', because, eager to achieve their goals, employees' zeal embellishes reality while obscuring the dark and even tedious side of their tasks. Longitudinal research conducted by Barsade & O'Neill (2014) highlights a finding that is consistent with our practical aspirations. Indeed, the authors statistically prove that zeal is likely to enhance personal satisfaction and a spirit of cooperation, fluid communication and mutual assistance within organizational groups. Khatatbeh et al. (2022) add that this love of work curbs absenteeism and reduces burnout. Unlike the concept of love of work, psychological safety has enjoyed a rising curve of interest in recent decades (Frazier et al., 2017; Sobaih et al., 2022; Gharbi et al., 2023; Aliane et al., 2024). Some researchers, such as Gharbi et al. (2025), describe it as one of the strategic foundations that characterizes modern management. In addition to driving organizational performance (Gardner & Prasad, 2022), psychological safety can further consolidate work teams, converge efforts towards the achievement of common goals, and make organizations that promote it to their staff more competitive (Elshaer et al., 2025). By definition, psychological safety depicts a relationship of trust that is established between staff and their organisation, where everyone feels free to express their thoughts, ideas and demands without worrying about the downside, i.e. without fear of multiple and varied reprisals for their actions (Weiss et al., 2023; Lee & Seo, 2024; Shanmugaratnam et al., 2025).

Edmondson (1999) describes psychological safety as the freedom of thought and speech that companies adopt to protect their employees from the risks associated with both horizontal and vertical hierarchical interactions. Promoting psychological safety among staff means that organizations have an obligation to guarantee their employees a space of freedom that allows them to flourish morally, cognitively

and intellectually. Instead of mistreating, blaming or even reprimanding them for having the audacity to voice their feelings or for having the impudence to openly show what is bothering them, an organisation that cares about the state of mind of its employees must reassure them and offer them the opportunity to confine themselves while providing them with unconditional support. In this regard, Khan et al. (2023), in relation to the strategic leadership of intelligent organizations, stipulate that trust can only be established when mistakes are rectified and not punished. Moreover, emotions are meant to be released, not suppressed. Employees must therefore be able to evolve within their company by taking risks without calculation, without worry and without fear of the repercussions. It is then that we will have reassured and satisfied staff, staff who will spend eight hours working and not eight hours at work. In this regard, Byeon et al. (2023) corroborate this trend by stating that psychological safety is synonymous with added value. This added value will manifest itself in unlimited creativity and persistent innovation (Reiter-Palmon et al., 2023). Employees working in an organisation that guarantees psychological safety will feel more relaxed, enabling them to better achieve their goals. Once reassured, they will feel more confident when faced with new challenges and more likely to effectively use their skills and abilities to benefit organizational performance (Gardner & Prasad, 2022). Conversely, employees who belong to psychologically unsafe organizations and are paralyzed by fear are unable to be creative, which consequently hinders their innovative abilities and accelerates the process leading to burnout. In this regard, Aliane et al. (2024) stated that "*it has been shown that working in a psychologically safe environment enables employees to acquire three essential professional Behaviours: taking risks, tolerating mistakes and actively seeking constructive feedback to improve the efficiency of the task completion process*" (p. 10). In the same vein, Gharbi et al. (2023) emphasized that psychological safety is nothing less than a prerequisite for ensuring the mental health of employees within their organisation.

Like a sedative, psychological safety improves employees' mental health (Nguyen et al., 2025) while acting as an antidote to unclear and stressful situations within the organisation (Kim & Kim, 2020) and employee anxiety and burnout (Shirom, 2005; Schaufeli et al., 2009; Liu et al., 2023; Pei et al., 2024; Pramudita et al., 2025). Some empirical research confirms our hypotheses. One such study was recently conducted by Gharbi et al. (2025), which focused on the luxury hotels in Tunisia and highlighted the moderating effect of psychological safety, which mitigates the positive influence of job insecurity on anxiety at work. Next, based on a sample of 241 emergency room workers, Kerrissey et al. (2022) found a significant negative link between psychological safety and burnout. Then, based on a sample of 621 nurses, De Lisser et al. (2024) observed that psychological safety significantly mitigates the negative influence of the organizational environment on burnout. Recently, in a longitudinal study of 27,240 healthcare professionals, Bahadurzada et al. (2024) suggested a significant negative link between psychological safety and burnout. Countless studies have examined the link between well-being and burnout (Schaufeli & Bakker, 2004; Wilss et al., 2005; Pervez & Halbesleben, 2017; Johnson et al., 2018; Bhugra & Molodynski, 2024; Sobaih et al., 2025; Liu et al., 2026) found that there is a high risk of burnout, if not its occurrence, if employee well-being is compromised. Often described as a mental illness (Del Olmo-Romero et al., 2025), burnout manifests itself as personal disengagement coupled with laxity towards work, peers and superiors. Inherent in chronic stress, burnout ultimately obstructs the cognitive filters and coping strategies of the professionally exhausted employee. This state of persistent wear and tear leads to the destruction of individual well-being (Lazarus & Folkman, 1984; Yáñez et al., 2020). Maslach & Jackson (1981) classify it as a multidimensional syndrome combining emotional exhaustion and cynicism. These authors have identified three signs, namely a loss of affect, a quasi-aversion to the professional environment and everything that takes place in it, and an inability to achieve self-fulfilment (Schaufeli et al., 2009). According to Sobaih et al. (2025), this process leads directly to alienation and even disidentification from the essential missions of organizational life. Drawing on these arguments, the following research hypotheses are suggested:

H1: Zeal has a negative impact on burnout.
H2: Zeal has a positive influence on psychological safety.
H3: Psychological safety has a negative influence on burnout.
H4: Psychological safety mediates the link between zeal and psychological exhaustion.

Figure 1 presents the proposed research framework

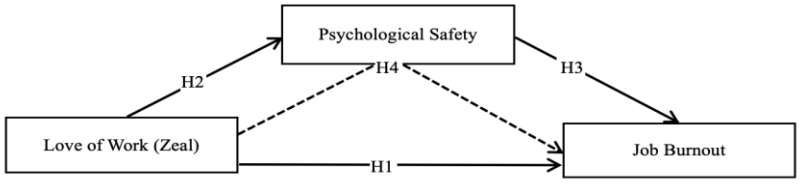

Figure 1: The proposed model

Methods

To successfully conduct the field study, we selected measurement scales based on the literature with the aim of constructing the research questionnaire. To measure the mediating variable Psychological Safety (PS), we chose Edmondson's scale (2003), one of whose items reads as follows: "*If you make a mistake on this team, it is not really held against you"*. To measure the independent variable Love of Work (Z), we opted for the scale established by Auliaa et al. (2024), one of whose items reads as follows: "*I enjoy my work*". Finally, we chose the Maslach & Jackson (1981) scale, "*You feel emotionally drained from your work*", to measure the dependent variable Job Burnout (JB). In addition, factors were assessed with 5-point Likert scales where 1 = strongly disagree and 5 = strongly agree. Our survey was distributed over a period of four months and two weeks. To begin and complete the exploratory phase, we distributed 200 questionnaires to employees of both genders employed in three luxury hotels in Hammamet, one of Tunisia's most popular tourist destinations, who held senior management positions. In the end, we were only able to collect 117 valid forms, representing a response rate of 58.5% (Table 1).

Table 1. The sample profile

Items	**Class**	**Quantity**	**Proportion %**
Gender	Male	74	63.25
	Female	43	36.75
Marital status	Married	77	65.82
	Single	40	34.18
Length of service at the hotel	Less than 5 years	10	8.55
	Between 6 and 10 years	12	10.26
	Between 11 and 15 years	30	25.64
	More than 15 years	65	55.55
Age	< 30	7	5.98
	30 - 40	10	8.55
	41 - 50	88	75.21
	> 50	12	10.26
Income level	<2000dt	50	42.74
	2001dt – 4000dt	40	34.18
	4001dt – 6000dt	27	23.08
	> 6000dt	0	0
Academic level	Bachelor's degree plus 4	17	14.53
	Bachelor's degree plus 6	100	85.47
	Bachelor's degree plus 8	0	0
	Doctoral degree	0	0
Total		**117**	**100%**

When our curiosity prompted us to ask for explanations for the rest of the undelivered questionnaires, we learned through informal organizational channels that our questionnaire touched on the integrity of the internal policies of the hotels surveyed. The minimum and maximum responses for the various items specific to the three variables were between 1 and 5. The arithmetic means of the items were between 2.15 and 4.32, while the standard deviations range from 0.86 to 1.599 (see Table 2), confirming that our data are more disparate and less clustered around the mean value (Bryman & Cramer, 2012).

Table 2. Descriptive statistics

Item		Min	Max	M	SD	Skewness	Kurtosis
Psychological Safety							
PS6	"If I make a mistake in my hotel, it will not be held against me".	1	5	4.25	.860	-1.580	3.599
PS7	"In my hotel, everyone is able to address difficult issues and questions".	1	5	4.21	.908	-1.352	2.277
PS8	"In my hotel, we never reject others because they are different".	1	5	4.30	.874	-1.652	3.604
PS9	"We can take risks safely in my hotel".	1	5	4.17	.884	-1.106	1.470
PS10	"It is easy to ask others for help in my hotel".	1	5	4.31	.866	-1.780	4.190
PS11	"None of my colleagues or superiors would deliberately act in a way that would undermine my efforts".	1	5	4.27	.906	-1.562	2.921
PS12	"Working in my hotel, my skills and talents are appreciated and put to good use".	1	5	4.32	.795	-1.471	2.978
Love of Work (Zeal)							
Z1	"I enjoy my work".	1	5	3.05	1.597	.018	-1.602
Z3	"I do my job with great gratitude".	1	5	3.06	1.599	-.022	-1.606
Z4	"I do my job with a sense of comfort".	1	5	3.00	1.486	.080	-1.461
Z5	"This job matches my passion".	1	5	3.03	1.517	-.029	-1.490
Job Burnout							
JB13	"I feel emotionally drained by my work".	1	5	2.28	1.376	.890	-.485
JB14	"I feel exhausted at the end of the working day".	1	5	2.38	1.419	.874	-.565
JB15	"I feel tired when I wake up in the morning and have to face another day at work".	1	5	2.38	1.305	.952	-.129
JB16	"Working all day with people who are different from me is a source of tension for me".	1	5	2.32	1.318	.871	-.431
JB17	"I feel exhausted by my work".	1	5	2.31	1.242	.904	-.147
JB18	"I feel frustrated by my work".	1	5	2.18	1.311	.970	-.243
JB19	"I feel like I work too hard".	1	5	2.27	1.291	.869	-.366
JB20	"Working directly with people puts me under pressure".	1	5	2.31	1.329	.962	-.258
JB21	"I just feel exhausted".	1	5	2.15	1.434	1.114	-.234

"Model fit: ($\chi 2$ (157, N = 117) = 172,951 p < 0.001, normed $\chi 2$ = 1.1024, GFI= 0.878, AGFI= 0,836, RMR=0.068, RMSEA = 0.03, SRMR = 0.0481, RFI= 0.913, IFI= 0.993, CFI = 0.993, TLI = 0.991, NFI = 0.928, PCFI = 0.820 and PNFI = 0.767)".

The quality of the latent structure of the three variables (PS, JB and Z) was tested using PCA with Varimax orthogonal rotation. Preliminary tests confirm the reliability of the model through the following respective values (0.893, 0.972 and 0.95), attesting to excellent internal consistency and suggesting that all items specific to each variable measure the corresponding concept, while the respective KMO indices (0.880, 0.952, 0.855) indicate good data relevance, thus confirming that our data are indeed factorizable. The reliability and validity of our three constructs were confirmed according to Nunnally's (1978) criteria. Confirming the theoretical trend specific to the three variables, unidimensionality was proven through analysis of total explained variance (TEV), which revealed cumulative percentages of 61.12%, 81.66% and 86.94%. That said, we were obliged to eliminate item 2 specific to the Z scale, in this case 'Z2: I like everything I do', as it had a factorial contribution of less than 0.5. After careful observation, it turned out that this was the only item that was general or even vague, as it did not refer to work like all the other items on the scale in question, so we suspect that it was not well understood by the respondents.

Results

Confirmatory factor analysis

The output specific to first-order Confirmatory Factor Analysis (CFA) indicates a strong fit between the theoretical model and the collected data (Table 1). The (CMIN/DF) ratio of 1.102, which is well below the critical threshold of 3, confirms the quality of the fit. This observation is reinforced by an RMSEA of 0.03, which is close to zero, indicating minimal approximation error. Furthermore, the incremental indices (NFI = 0.928, TLI = 0.991, CFI = 0.993 and IFI = 0.993) exceed the usual standards in the literature, thus validating the proposed structure according to the criteria of Roussel et al. (2002). Finally, examination of the skewness and kurtosis coefficients reveals values that meet Kline's (2015) requirements, guaranteeing the normality of the distributions.

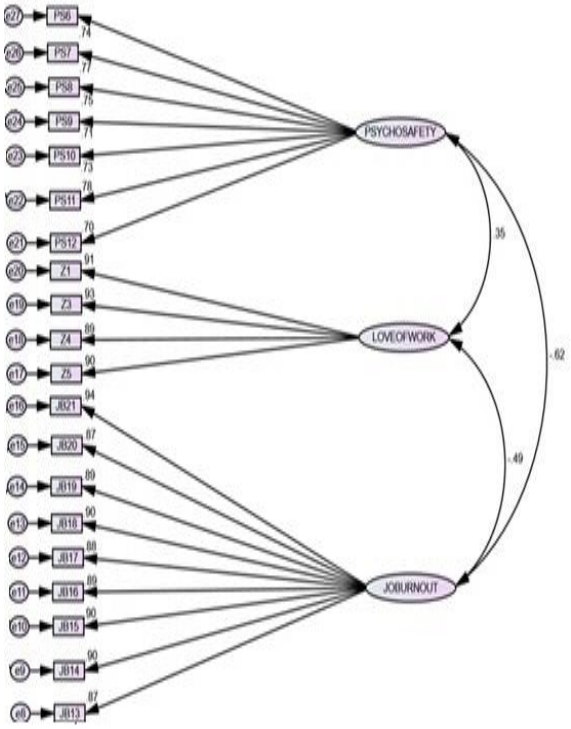

Figure 1: The first model

The examination of the psychometric properties of our constructs (PS, Z and JB) continued with an assessment of their convergent validity. To do this, we used composite reliability (CR) and average variance extracted (AVE) indicators. The CR and AVE coefficients are above the critical thresholds of 0.7 and 0.5, correspondingly (Table 3), confirming a strong correlation between items of the same dimension in accordance with Jöreskog's (1988) recommendations. At the same time, discriminant validity was determined by comparing the square root of the AVE to the inter-construct correlations. The fact that each square root of the AVE exceeds the associated correlations validates the empirical distinction between our variables, corroborating the criteria of Jöreskog & Sörbom (1994). The assessment of discriminant validity is based on a comparison of the correlation matrix with the square roots of the Average Variance Extracted (AVE), as well as an examination of Cronbach's alpha coefficients (Table 3).

Table 3. Convergent and discriminant validity

Factors and items	SL*	CR*	AVE*	MSV*	ASV*	1	2	3
Psychological Safety *(α = .893)*		0.891	0.551	0.319	0.211	**0.734**		
PS6	0.74							
PS7	0.77							
PS8	0.75							
PS9	0.71							
PS10	0.73							
PS11	0.78							
PS12	0.70							
Love of Work (Zeal) *(α = 0.950)*		0.949	0.824	0.224	0.164	0.323	**0.907**	
Z1	0.91							
Z3	0.93							
Z4	0.89							
Z5	0.90							
Job Burnout *(α = 0.952)*		0.973	0.798	0.319	0.543	0.565	-0.474	0.893
JB13	0.87							
JB14	0.90							
JB15	0.90							
JB16	0.89							
JB17	0.88							
JB18	0.90							
JB19	0.89							
JB20	0.87							
JB21	0.94							

"Note: SL= Standard loading from the first-order model, CR= Composite Reliability, AVE=Average Variance Extracted, MSV= Maximum Shared Value, ASV= Average Shared Value".

Following the approach of Fornell & Larcker (1981), validity is confirmed since the square roots of the EEV (bold diagonal) consistently exceed the inter-construct correlations (off-diagonal values). This robustness is reinforced by the fact that the AVE indices (PS: 0.551; Z: 0.824; JB: 0.798) are significantly above the associated Maximum Shared Variances (MSV) (0.319; 0.224; 0.319, respectively). By complying with these thresholds recommended by Hair et al. (2014), we guarantee the statistical and conceptual independence of each factor.

Structural equation modelling results

Structural equation modelling was used to examine the relationships between Zeal, Psychological Safety and Burnout. The indicators reveal an excellent fit for the model. Indeed, the CMIN/DF at 1.113 and the RMSEA at 0.031 are well within academic standards. The invariance indices (see Table 4) authenticate the predictive power of the model. Regarding the hypotheses of this research, it should be noted that all structural links are statistically significant at the $p < 0.001$ threshold (Table 4). We find that Zeal (Z) reduces Job Burnout (JB) (β =-0.349) and enhances Psychological Safety (PS) (β=0.653). In turn, Psychological Safety (PS) acts as a protective lever against JB, with a regression coefficient of -0.515. To test the robustness of the structural model the coefficient of determination (R^2) calculation was checked. With a value of 0.414, the model shows that Zeal (Z) and Psychological Safety (PS) together explain approximately 42% of the variability in Burnout (JB). Although this score may seem moderate, it demonstrates that nearly half of professional exhaustion is directly linked to these two factors, thus highlighting their real importance in the Tunisian hotels. The examination of the mediating role of Psychological Safety (PS) using the Baron and Kenny's (1986) four-step protocol. First, the existence of a mediating effect is confirmed by the significant negative link between Zeal (Z) and Burnout (JB) (β=-0.309, $p<0.001$). Second, the model validates the influence of the independent variable on the mediator, with Zeal having a positive effect on PS (β=+0.349, $p<0.001$). Finally, the third condition is satisfied by the significant impact of Psychological Safety on Burnout (β=-0.515, $p<0.001$), thus laying the necessary foundations for the validation of mediation.

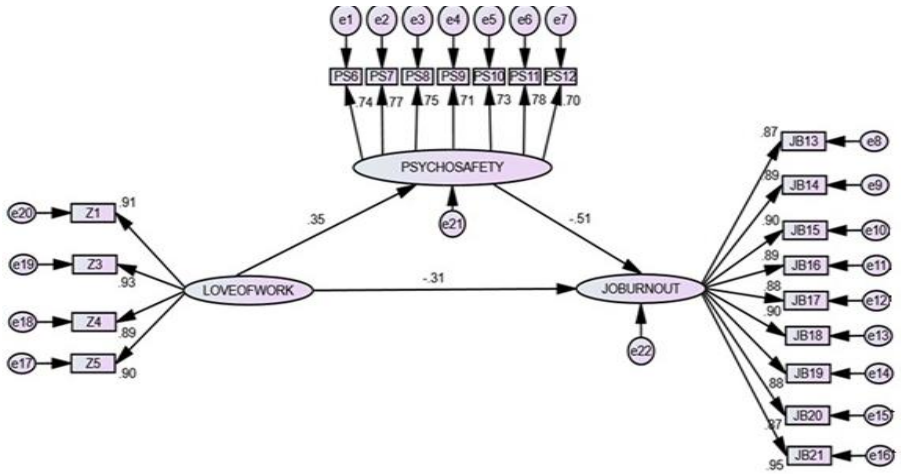

Figure 2: The unstandardized structural model

Table 4 Result of the structural model

Result of the Structural Model	β	C-R T-value	Sig	R^2	Hyp. Results
H1- Z → JB	-0.309	-3.816	***		Supported
H2- Z → PS	0.349	3.466	***		Supported
H3- PS → JB	-0.515	-5.378	***		Supported
H4- Z → PS → JB	-0.156		0.01	0.441	Supported

"Model fit: ($\chi 2$ (158, N = 117) = 175,89 p < 0.001, normed $\chi 2$ = 1.113, GFI= 0.874, AGFI= 0,833, RMR=0.068, RMSEA = 0.031, SRMR = 0.0483, RFI= 0.912, IFI= 0.992, CFI = 0.992, TLI = 0.990, NFI = 0.927, PCFI = 0.825 and PNFI = 0.771)".

Table 5 Type of psychological safety mediation

User-defined estimands:					Mediation
Parameter	Est	Lower Bounds (BC)	Upper Bounds (BC)	Two Tailed significance (BC)	0.010 < 0.05 *Partial Mediation*
H4- Z → PS → JB	-0.156	-0.254	-0.125	0.010	

The distinction between partial and total mediation was established by examining the residual direct effect using the bootstrapping procedure in AMOS (Tables 4 and 5). The results of the user-defined estimands indicate that the link between Zeal (Z) and Burnout (JB) remains statistically significant after the integration of Psychological Safety (PS) (β =-0.156); (p=0.01). As the 95% confidence interval [-0.254; -0.125] does not include zero, we confirm the existence of partial mediation. This result suggests that Psychological Safety explains a significant, but not exclusive, part of the influence of Zeal on burnout.

Discussion and implications

Examination of the factorial structure of our data, carried out using Principal Component Analysis (PCA) in SPSS (v.23) with Varimax rotation, confirms the quality of our model. The adequacy of the sampling for the Z, PS and JB dimensions is validated by high KMO indices (0.855, 0.88, 0.952). Furthermore, internal reliability is considered excellent according to Nunnally's criteria (1978), with Cronbach's alpha coefficients ranging from 0.893 to 0.972. Convergent and discriminant validity has also been established: the CR (> 0.7) and AVE (> 0.5) indices comply with the standards of Jöreskog & Sörbom (1994), while the square root of the AVE exceeds the inter-construct correlations, in accordance with the rule of Fornell & Larcker (1981). For the structural model, the study of regression equations reveals very good psychometric qualities. Furthermore, the analysis reveals that (Z) mitigates (JB) while having a positive effect on (PS), which in turn acts as a protective lever, reducing (Jβ). This article highlights two theoretical recommendations of paramount importance. Indeed, the second confirmed hypothesis proved that zeal is not only a sub-dimension of love of work, but that it can also act as an independent variable in relation to psychological safety. The second theoretical recommendation states that psychological safety combined with zeal can equip staff with exemplary resilience, which will have an inhibitory effect on burnout. Regarding managerial recommendations. Firstly, it is incumbent upon management to identify and encourage dedication and discretionary adaptation, as this transcendence of self-constitutes a natural first line of defence against emotional exhaustion. Second, given its role as mediator, which contributes significantly to reducing burnout, management has a duty to destigmatize mistakes and encourage the expression of emotions. Ensuring this sense of security maximizes the beneficial effects of the zeal already present in executives. Thirdly, decision-makers should be made aware of the need to guard against the risks associated with the Golem effect developed by Rosenthal & Jacobson (1968) and its potential negative repercussions on organizational atmosphere and performance. This effect states that the way an employee is viewed can dictate his/her behaviour, e.g. adopting negative behaviour if they have been viewed as such from the outset. It is therefore up to top management to consider its workforce and treat it with care and respect. This behaviour, which is more inherent to the Pygmalion effect, will increase the confidence of employees, who will feel obliged to behave in an exemplary manner, and everyone will benefit. Ultimately, decision-makers who want to have a comfortable and delighted workforce must lay the groundwork for the establishment of lasting psychological safety, which will become the hallmark of the hotel in question, thereby helping to forge an indelible reputation for a strong organizational culture. This can be achieved by establishing and honouring a psychological contract developed with staff, keeping promises made and fulfilling mutual expectations.

Conclusion and limitations

Despite the statistical robustness of the model, the research is not without limitations, which at the same time open up some very interesting avenues for further academic research. The mediation analysis revealed that while psychological safety captures a substantial part of the influence of zeal, a significant direct residual effect (β = -0.156) remains between zeal and burnout. This result suggests that the passionate dedication of hotel managers protects against exhaustion through mechanisms other than environmental trust alone. This research has shown that the two variables in question, zeal and psychological safety, account for approximately 42% of burnout. In further research, we focused on the remaining 58% to identify which of

these variables can mitigate burnout. This article ultimately concludes that in a sector as demanding as the luxury hotel industry in Tunisia, combating burnout requires a strategic balance between enthusiasm and the quality of the working environment created by management.

Funding

This research was funded by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, grant number KFU261184.

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